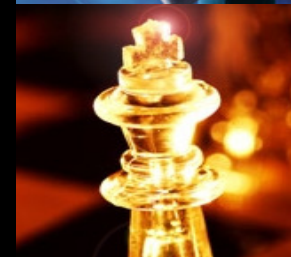


**STOP**  
FOLLOWING.  
**START**  
LEADING.

# Taking Charge of Change

31st January 2008



A vertical photograph on the left side of the slide shows a road at night with long-exposure light trails from cars, creating a sense of motion and speed. The trails are primarily yellow and white, with some red and blue accents.

**STOP**  
FOLLOWING.  
**START**  
LEADING.

## IBM Client experience

31st January 2008

Derek Hobbs  
Head of Research & Marketing, DVLA

Jeremy Forshew  
DVLA Transformation Director, IBM Global Business Services

# Agenda

- The Driver & Vehicle Licensing Agency
- Drivers for change
- Immediate challenges in 2002
- What we have achieved to date
- Key challenges we're facing now
- Implications for IT decision makers
- Electronic Vehicle Licensing – a success story

# Is this what you think of DVLA?





# 32,984,753 live vehicle records



The image is a collage of DVLA-related items. On the left is a screenshot of the DVLA's 'Vehicle Licensing Online' website. The website header includes the DVLA logo and the text 'Vehicle Licensing Online'. Below the header, there are navigation links for 'Welsh / Cymraeg' and 'Useful Links'. A 'Home' button is visible, along with buttons for 'Apply for a tax disc NOW!' and 'Declare SORN'. The main content area features a large green 'Welcome' message and the text 'to the DVLA's vehicle online services'. Below this, it states: 'You can apply for a new tax disc or, if you intend to take the vehicle off the road, declare Statutory Off Road Notification, known as SORN, directly over the internet.' At the bottom of the screenshot, it says: 'You can also use the Vehicle Enquiry service to check what information DVLA holds on its database about a vehicle.'

Overlapping the website screenshot is a blue and white 'Vehicle license' document. It features the DVLA logo and the text 'Driver and Vehicle Licensing Agency'. Below the logo, it says 'Please read these notes for guidance carefully.' The main heading is 'Vehicle license' and it includes the text 'For more information go to...'. It also mentions 'Special License for Heavy Goods Vehicles (part of the Special License for Heavy Goods Vehicles)'. A note states: 'This license is not eligible to license in the Special License for Heavy Goods Vehicles. It is not to be used for recovery operations. You must use a V85 and apply for a new license if you need to produce?'. It also mentions 'renewal notice, photocopy of the certificate or cover note' and 'not a photocopy or on the date the license is issued from testing see...'. At the bottom right, it says 'An executive agency of the Department for Transport'.

In the center is a red circular tax disc with the number '310808' in large black digits. Above the number is the number '08 7026619 7'. Below the number is a barcode. The disc also has the text 'EXPIRES' and 'DAW' repeated around the perimeter.

Overlapping the bottom of the red disc is a grey circular tax disc. It has the number 'Y469 GHY' and 'Q' above a barcode. Below the barcode is the number '205.00'. At the bottom, it says 'DVLA/EVL 30/08/07' and '12'.

# 41,299,699 live driving licence records



Application for a  
**You must read book!**  
Information about the Pre-  
and DVLA local offices is at

For more information go  
to [www.dvla.gov.uk](#)  
or call 0300 200 1122. You  
must fill in this form in black ink. If you want  
to apply for a licence you will need to fill in a D2 application  
form and provide details of where to get this form.

Start your application  
ask for your  
more than 14  
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tick the licence  
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# Driver & Vehicle Licensing Agency

- Mission is focused on contributing to improved road safety, reduced crime, improved environment and better customer experience
- Collection and use of driver and vehicle data
- Trading Fund - £5.22b VED collection and £613m income
- 6,000 staff in Swansea and across 43 Local Offices
- 137million transactions (including 28m phone calls)
- Sell 222,000 registration marks each year
- Receive 20.2 million items of mail per year
- Wide range of stakeholders across government

# Drivers for change

## Performance against Targets

Secretary of State Targets 2006–07

- **Efficiency** – reducing headcount and cost of service
- **Accuracy and compliance** – collecting Vehicle Excise Duty, 40m driver and 32m vehicle records
- **Customer service** – meeting expectations, introducing new services
- ...reflected in:
  - 8 Secretary of State targets, mostly operational
  - A myriad of milestone objectives, eg delivering 60% of services electronically, Charter Mark, etc



# Immediate challenges in 2002

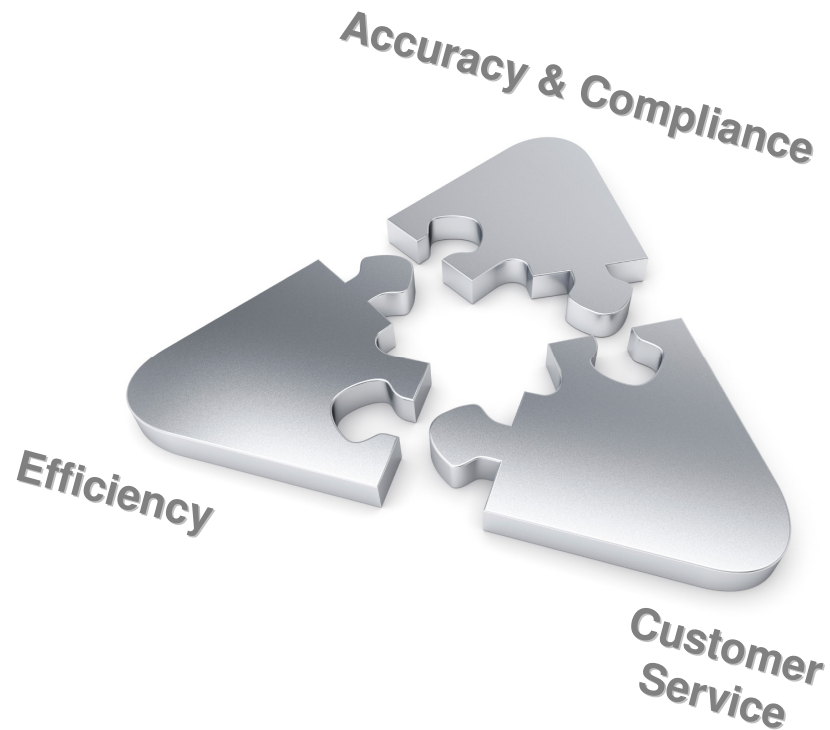
High  
business  
impact

- Change priorities unclear
- No IT strategy
- Under investment in IT
- No programme management
- Large volume of uncoordinated change
- No understanding of capacity for change
- New kind of relationship
- New electronic services

High priority

# What we have achieved

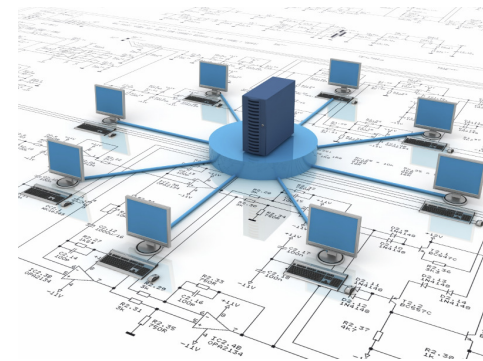
- Change priorities unclear
- No IT strategy
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- New electronic services



# What we have achieved

- Change priorities unclear
- No IT strategy
- Under investment in IT
- No programme management
- Large volume of uncoordinated change
- No understanding of capacity for change
- New kind of relationship
- New electronic services

- Target architecture defined – Service Oriented Architecture driven from Component Business Model
- New ‘products’ use common, channel independent services
- Priority technical refresh completed
- Core business systems stabilised



# What we have achieved

- Change priorities unclear
- No IT strategy
- Under investment in IT
- No programme management
- Large volume of uncoordinated change
- No understanding of capacity for change
- New kind of relationship
- New electronic services

- Target End States
- 5 year rolling routemap
- 2 year detailed, resource constrained delivery plan
- Programmes & programme management
- Focus on release management
- Cross-programme development, support & maintenance pool



# What we have achieved

- Change priorities unclear
- No IT strategy
- Under investment in IT
- No programme management
- Large volume of uncoordinated change
- No understanding of capacity for change
- **New kind of relationship**
- New electronic services



# What we have achieved

- Change priorities unclear
- No IT strategy
- Under investment in IT
- No programme management
- Large volume of uncoordinated change
- No understanding of capacity for change
- New kind of relationship
- New electronic services



**Directgov** Public services all in one place

Home | Directories | Guide to Govt | Do it online | Newsroom

**Do it online**

**Driver licensing online**

The Driver and Vehicle Licensing Agency (DVLA) has introduced a secure and easy to use service where you can apply for a new or updated driving licence online.

**Apply online here**

- apply for your first provisional driving licence
- change your address online
- Exchange your paper licence for a photocard licence
- get a replacement if your licence has been lost, stolen or defaced
- Renew your licence if you are aged 70 or over
- View or print your existing application
- View the details held on your licence

**More useful links**

- More about driver licensing
- More motoring services online

**Need more help?**

- Residency rules
- Age requirement
- Eyesight requirement
- Insured from driving?
- Items required by post

**Do it online**

- View or print your existing application
- Motoring services available online...
- Search for online learning options from LearnDirect (opens new window)

**Useful links**

- What is the Government Gateway?
- Reset your gateway user ID or password (opens new window)

**Directgov** Straight through to public services

Return to Directgov Motoring | Welsh/Cymraeg | Page Text Too Small?

**Welcome**

to the DVLA's vehicle online services

You can apply for a new tax disc or, if you intend to take the vehicle off the road, declare Statutory Off Road Notification, known as SORN, directly over the internet.

You can also use the Vehicle Enquiry service to check what information DVLA holds on its database about a vehicle.

**How does it work?**

- You tell us the vehicle. You will need either the 16 digit reference number shown on your renewal reminder, or the 11 digit reference number from your Registration Document/Certificate (also known as the Logbook) and your vehicle registration mark (numberplate).
- For a new tax disc we check the vehicle is insured and, if applicable has a new style MOT Test Certificate/GVT Certificate or entitlement to disability exemption.
- How do we check Insurance, new style MOT Test Certificates and GVT Certificates?
- You choose the tax disc you want, 6 or 12 months, and then enter your payment card details. Note: an additional charge of £2.50 will be added to the amount payable if you use a credit card. Why is there an additional charge on credit cards?
- You should receive the new tax disc in the post within **5 working days** or a SORN confirmation letter within 4 weeks - which address we then sent to?

**Question?**  
What if my vehicle's tax exempt?  
What is SORN?

Crown copyright | Terms and conditions | Security and privacy statement

## Key challenges we're facing now

- Improve business ownership of and accountability for change
- Drive early challenge and innovation
- Formalise business change management approach
- Maintain BAU alongside change programme
- Deploying SOA and BPM to bridge the business-IT gap
- Maximise value from legacy investments through extending life



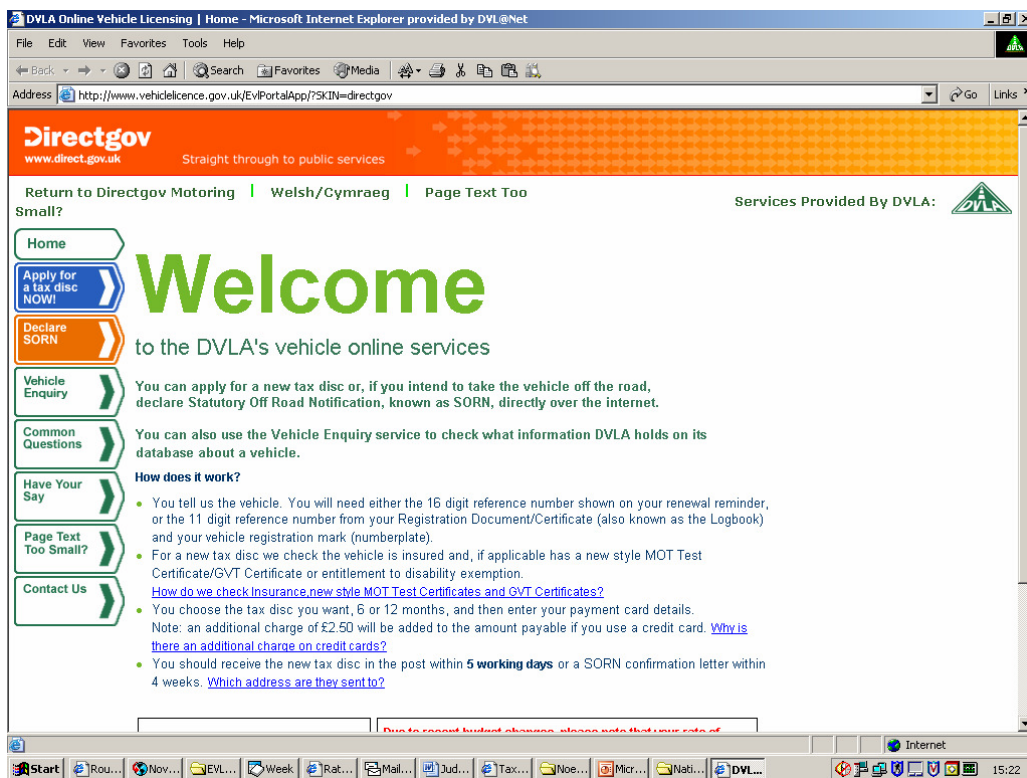
# Implications for IT decision makers

- Plan, design and build for the long term
- Focus on flexibility and re-use
- Engage early with end to end (business) service owners
- Plagiarism versus innovation
- Form a clear view of preferred engagement model with suppliers
- Identify the bottlenecks and drive pace





# Electronic Vehicle Licensing



- Ability to tax your vehicle, or declare off the road (SORN), online or by phone
- Available 24x7
- No need to find MOT or insurance documents
- Built for forecasted take-up of 39% by 2015

# Customer journey before...



**Vehicle Licence Application or SORN (Statutory Off Road Notification)** V11W

Do NOT apply before the 15th day of the month in which your existing LICENCE or SORN expires  
For more information go to: [www.direct.gov.uk/motoring](http://www.direct.gov.uk/motoring)

**Relicense or SORN on-line or by phone...**

All you need is the Reference No:  
**1035 2752 0756 2567**

On the Internet:  
[www.direct.gov.uk/taxdisc](http://www.direct.gov.uk/taxdisc)  
By phone: 0870 850 4444  
Telecom/Minicom: 0870 850 4445

For further information, please see enclosed leaflet.

For PO use only  
8269 0901 0352 7520 7562 5672

For keeping this vehicle on a public road you MUST license it. If you are keeping the vehicle on a public road you MUST declare SORN (see Warning overleaf). The earliest date you can declare SORN is on or after the 15th day of the month in which your existing licence or SORN expires.

FOR NEAREST RELICENSING OFFICE, CONTACT THE POST OFFICE  
CUSTOMER HELPLINE ON 0845 7223344 OR VISIT  
[POSTOFFICE.CO.UK](http://POSTOFFICE.CO.UK) AND USE THE BRANCH LOCATOR FACILITY.

PLEASE USE THIS FORM AT A POST OFFICE. IF ANY DETAILS HAVE CHANGED SEE NOTES OVERLEAF.

Your Current Licence Disc or SORN Reference No: 31 08 2006



**Vehicle Registration Validation Character**

Make:  
Engine capacity/CO<sub>2</sub>:  
Wheel plan:  
Revenue weight:  
Seating capacity:  
Tax class:  
Trailer weight:  
Tax band:  
Test certificate:  
THIS VEHICLE REQUIRES A VALIDATION CHARACTER FROM

SWYDDFA'R POST OFFICE

good luck!

GIRO

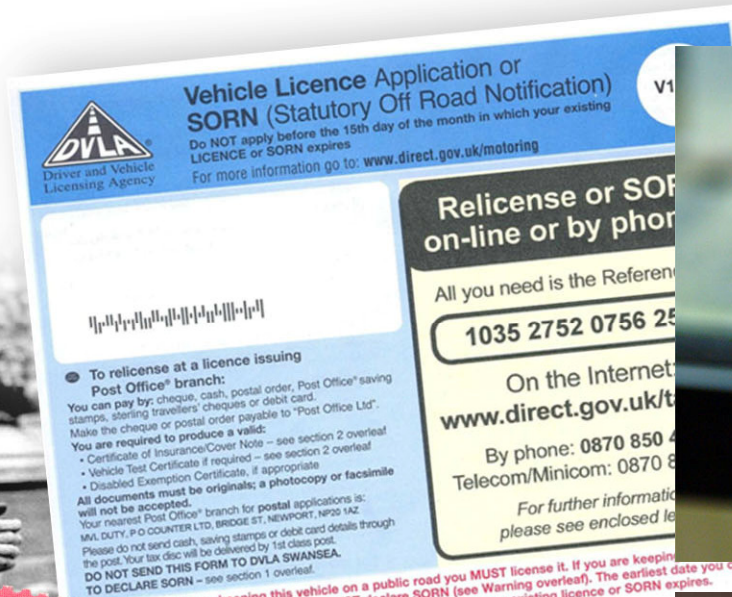
Please put a X in the appropriate box

406P





# Customer journey now...



**Vehicle Licence Application or SORN (Statutory Off Road Notification)**  
Do NOT apply before the 15th day of the month in which your existing LICENCE or SORN expires  
For more information go to: [www.direct.gov.uk/motoring](http://www.direct.gov.uk/motoring)

**Relicense or SORN on-line or by phone**  
All you need is the Reference  
**1035 2752 0756 25**  
On the Internet  
[www.direct.gov.uk/t](http://www.direct.gov.uk/t)  
By phone: 0870 850 4...  
Telecom/Minicom: 0870 8...  
For further information please see enclosed leaflet

**To relicense at a licence issuing Post Office® branch:**  
You can pay by: cheque, cash, postal order, Post Office® saving stamps, sterling travellers' cheques or debit card.  
Make the cheque or postal order payable to "Post Office Ltd".  
You are required to produce a valid:  
• Certificate of Insurance/Cover Note – see section 2 overleaf  
• Vehicle Test Certificate if required – see section 2 overleaf  
• Disabled Exemption Certificate, if appropriate  
All documents must be originals; a photocopy or facsimile will not be accepted.  
Your nearest Post Office® branch for postal applications is: P O COUNTER LTD, BRIDGE ST, NEWPORT, NP20 1AZ  
MVL DUTY, P O COUNTER LTD, BRIDGE ST, NEWPORT, NP20 1AZ  
Please do not send cash, saving stamps or debit card details through the post. Your tax disc will be delivered by 1st class post.  
DO NOT SEND THIS FORM TO DVLA SWANSEA.  
DO DECLARE SORN – see section 1 overleaf.



NEAREST RELICENSING OFFICE, CONTACT THE POST OFFICE  
HELPLINE ON 0845 722344 OR VISIT  
GO.UK AND USE THE BRANCH LOCATOR FACILITY.

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Your Current Licence Disc or SORN Declaration expires on: 31 08

I wish to apply for a new LICENCE or SORN to start from

For 6 months at duty of  £110

For 12 months at duty of  £200

SORN Declaration – I wish to declare that the vehicle is off the road  NO FEE

Current mileage (optional)

If a Goods Vehicle Test Certificate is requested but the vehicle is exempt from this requirement or not one to which the regulations apply, see section 2 overleaf and put a X in this box.



# How does it work?





## Benefits to our customers

- 24x7
  - 40% use the service out of office hours
  - 2199 on Christmas Day
- 25% of customers use the phone service
- Ease of compliance
  - 70% of motorists admitted they delayed taxing their vehicle because they could not find the paperwork
- Internationally available
- Four minutes to complete a transaction

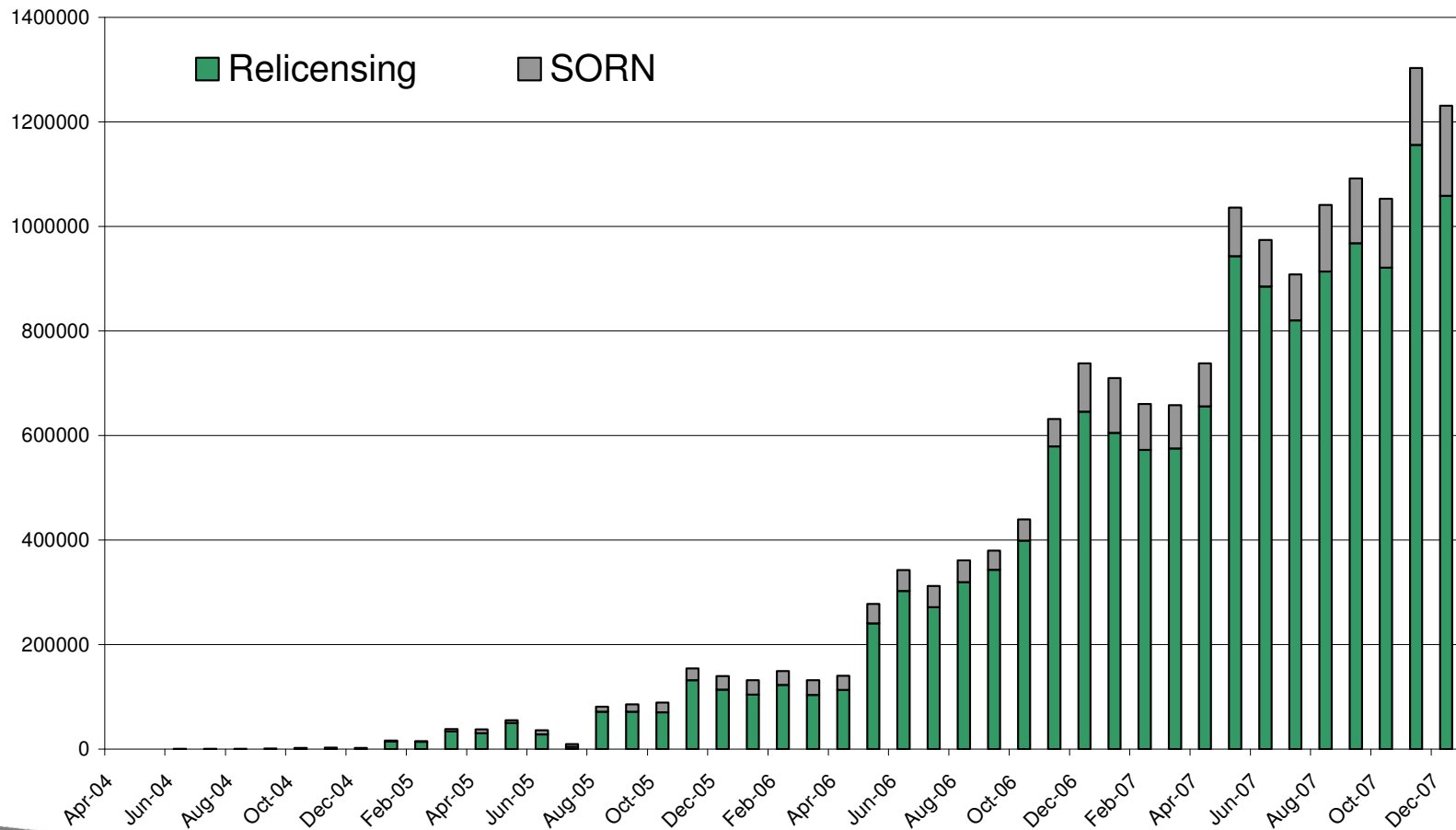


## Benefits to DVLA



- Major financial savings in the cost of collecting Vehicle Excise Duty (VED)
- Electronic channels are 30% cheaper than paper, and continuing to get cheaper
- Major contribution to Gershon and Comprehensive Spending Review efficiency targets
- Provides 24x7 ability to comply with the law – making compliance easier

# EVL volume growth to end 2007



## Results so far...



- DVLA is now one of the biggest online retailers in the UK
- >1 million transactions a month are now processed electronically
- Up to £10 million a day collected online (>£1 billion so far)
- Already over 30% of customer base transact electronically
- Repurchase rate of 91% initially, now showing to be closer to 98%
- 100% of customers surveyed after completing their transaction said they were likely or very likely to recommend the service to a friend



**STOP**  
FOLLOWING.  
**START**  
LEADING.

Taking Charge of Change

31st January 2008

